

HORIZON EUROPE
Call: HORIZON-CL6-2022-CLIMATE-01

ECO-READY

**Achieving Ecological Resilient Dynamism for
the European food system through consumer-
driven policies**



Eco Ready



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D7.1 Project Management & Quality plan

Deliverable Information

D7.1 Project Management & Quality plan			
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Task	7.4: Project monitoring and scientific supervision		
Lead partner:	Czech University of Life Sciences (CZU)		
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Executive Summary

The aim of this deliverable is to provide all necessary information related to the management of the project and the quality plan. These include the governance of the project with all related roles and responsibilities, the means, and processes to execute the day-to-day activities, the communication within the consortium as well as with the EC Research Executive Agency, external stakeholders, and the quality assurance plan and risk management.



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1. Introduction

The ECO-READY project will develop a real-time surveillance system, an Observatory offered as an e-platform and as a mobile application. This will function as the necessary singular source of information, provide real-time assessments for the food system, and update forecasts frequently and consistently. The Observatory will be available to society, policymakers, the scientific community, and the agri-food industry, and integrated with a network of 10 Living Labs, supported through the third party funding process, covering all bioclimatic regions in Europe, forming the ECO-READY project knowledge infrastructure. ECO-READY will produce knowledge-based resilience strategies, and develop tools that will be embedded on the Observatory. The underlining principle behind the ECO-READY approach is, resilient dynamism, or tackling immediate problems and long-term challenges at the same time. The Living Labs network will facilitate 'concept to action' through the co-creation of scenarios addressing their regional needs, the development of policy recommendations, contingency plans, and resilience strategies, and embed them on the Observatory. Furthermore, ECO-READY will develop an early warning system and decision support tools using innovative Artificial Intelligence based on holistic prediction models and Life Cycle Assessment results. ECO-READY will ensure that European farmers and society's interests be reflected in future policy-making and monitoring, through early-stage active engagement incorporating bottom-up recommendations, facilitated by the increased usership of the digital tools developed, and resulting in increased awareness for climate-adaptive and mitigating agri-food products. Furthermore, the Observatory smart application will include tools that will empower the citizens to actively engage in policy making, and interact directly with the scientific community, farmers, and industry and policy makers, thus driving change in consumption habits.

This document is organized in 9 chapters as follows.

Chapter 1 provides a general introduction to the document and the project. Chapter 2 provides an overview of the project, providing key information regarding objectives, milestones, contractual deliverables and work plan. Chapter 3 analyses the governance structure of ECO-READY. Chapter 4 describes the management means and processes, with emphasis on deliverables preparation process, reporting to the European Commission (EC) and procedures for conflict resolution. Chapter 5 is focusing on the internal communication aspects of the project, data & information sharing best practices, project meeting, etc. This will be at the heart of ECO-READY project. Chapter 6 is dedicated to the quality assurance plan, discriminating between the various roles and responsibilities, and defining the processes to ensure that maximum deliverable quality is reached. Chapter 7 provides information about tackling risks and challenges, while Chapter 8 is dedicated to the effort and cost management. Finally, Chapter 9 concludes the document.

2. Description of the Project

2.1. Project Scope and Objectives



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ECO-READY aspires to recognize, categorize, and dissect the drivers that affect food security across the European web. A holistic breakdown and assessment of direct/indirect factors across 10 Living Labs, through an open call for third party funding, located at strategic European regions will provide a base-to-top scheme framework and networking for decision making. Since each driver can generate oscillating imprints on the production line across regions and/or crop products, a clear demarcation of drivers and a 'per case' analysis will be conducted to quantify and model such stressors. ECO-READY will firstly identify these factors and manage them according to their cluster/input. Climate change and biological factors are anticipated to pose a profound effect at a global or regional scale since they can influence crop physiology, leading to yield collapse. Still, at several EU regions, shifts of average temperature can provide a unique opportunity for the introduction of novel culture zones and the opportunity for consumers to select alternative staple sources. Climate change can also influence the population of phytopathogens, and thus unpredicted dangers can arise from plant-pathogen interactions risking crop yields. ECO-READY will provide a real-time surveillance system (a digital Observatory, offered as an e-platform and as a smart phone application) developed and customized for such occasions. ECO-READY will assess the influence of policies and climate change on socio-economic constraints that greatly fluctuate across member states, and produce targeted resilience and mitigation policies, addressing regional needs (reflected by inputs of the 10 Living Labs). The pressure for agricultural land use turnover (towards energy production, recreation, real estate) will be assessed and correlated to the number/area (ha) of holdings and the percentage of primarily or secondary agriculture professionals. The differential responses under identical stimuli of larger vs smaller agricultural units will be monitored, and the overall impact on food production systems will be demarcated. Changes in EU or third parties' tariffs as well as production costs due to imported energy (gas/oil) will be scrutinized, and their influence on specific crop yields and crop planting will be estimated, creating multispectral data for modelling. Resilient dynamism means tackling immediate problems and long-term challenges at the same time; ECO-READY overall objective is to equip the European food system with the means to obtain the necessary resilient dynamism and consolidate food security for the European citizens through improving policy-making capacity, by understanding the interconnections between climate change, biodiversity, and food security. The overall objective will be achieved through the following scientific and technological outputs:

1. Establishment the ECO-READY project knowledge infrastructure, consisting of:
 - a. A digital Observatory available as e-Platform and mobile (smart phone) application, available to society, policymakers, scientific community, and the agri-food industry.
 - b. A network of 10 Living Labs covering all bioclimatic regions in Europe for the co-creation and testing of outputs (2), (3), and (4)
2. Development of 50 quantified (modeled) scenarios, addressing the regional needs of the Living Labs
3. Development of policy recommendations and contingency plans on the basis of the quantified scenarios and embed them on the Observatory



4. Development of resilience strategies, as a result of (2) and (3) and embed them on the Observatory
5. Development of an early warning system and decision support tools supported by the development of innovative Artificial Intelligence based on holistic prediction models and Life Cycle Assessment results

ECO-READY will ensure the European farmers and society's interests to be reflected in future policy making and monitoring, having them actively engaged to shaping policy recommendations from an early stage. That will be facilitated by the knowledge communicated via the digital observatory, especially through the smart phone app, increasing their awareness for climate-adaptive and mitigating agri-food products, and enabling them to become users of the tools that will be developed. In order to achieve civil society's direct involvement into the project, the Observatory smart application will be developed and launched to promote societal engagement and behavioural transformation; it will include tools that will enable the citizens to actively engage in policy making, and interact directly with the scientific community, farmers, industry and policy makers, thus driving change in consumption habits.

2.2 Consortium Overview

The consortium of ECO-READY consists of 16 beneficiaries and 2 associated partners from 11 European countries mobilizing an international and multidisciplinary team of researchers, experts, and local practitioners. (Table 1).

Table 1. ECO-READY Consortium

Participant organization name (<i>short title</i>)	Country
Czech University of Life Sciences (<i>CZU</i>)	Czech Republic
proQuantis Ltd & Co. KG (<i>proQuantis</i>)	Germany
White Research SRL (<i>WHITE</i>)	Belgium
Foodscale Hub (<i>FSH</i>)	Greece
University of Edinburgh (<i>UED</i>) – <i>associated partner</i>	UK
Migros (<i>Migros</i>)	Turkey
Aristotle University of Thessaloniki (<i>AUTH</i>)	Greece
Institute of field and vegetable crops (<i>IFVC</i>)	Serbia
Wageningen Research (<i>WR</i>)	Netherlands
Italian National Agency for New Technologies, Energy and Sustainable Economic Development (<i>ENEA</i>)	Italy
General Confederation of Italian Agriculture (<i>Confagri</i>)	Italy
IFOAM - Organics Europe (<i>IFOAM</i>)	Sweden
Cranfield School of Management (<i>CRA</i>) – <i>associated partner</i>	UK
Wageningen University (<i>WU</i>)	Netherlands
International Union for Conservation of Nature EU Representative Office (<i>IUCN</i>)	Belgium
AlterNet –Eclipse (<i>ALTERNET</i>)	Belgium
EC Joint Research Centre (<i>JRC</i>) (Food Security Unit & Climate Change Unit)	Italy
Cyprus University of Technology (<i>CUT</i>)	Cyprus



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Overall, the distributed partners in ECO-READY already address highly important research questions related to agriculture, food-systems, agro-ecology, and system monitoring and simulation. It will also ensure an unbiased, transparent and independent review process for possible consequences of developments and opportunities to influence developments and adapt where necessary. This will enable ECO-READY to address new highly relevant questions and increase the capabilities of the European research area and serving the needs of the farming and food system community. As summarized in Table 2, each project partner brings a diverse set of perspectives, skills and experiences to the table, the combination of which allows for a comprehensive and balanced approach to the project's goals.

Table 2 Partner's main role and contribution to the project

#	Unique role in ECO-READY	
1	CZU	Project coordinator, compound events, plant phytopathology, plant physiology, invasivespecies, contaminants, agro biodiversity, consumer behaviour/nutrition value, capacity building, scientific, project and financial management.
2	proQuantis	System modelling, information system design/development, advisory IT tools food safety/quality
3	WHITE	Social research, consumer behaviour, market analysis, innovation management
4	FSH	Impact acceleration in tech-enabled innovation. Prepare and launch the Open call for the creation of the LLs network, monitoring of the LLs.
5	UED	Genetic resources, farm animal health, disease and productivity.
6	MIGROS	Representing retail sector
7	AUTH	Living Lab competence Software development, AI development
8	IFVC	Stakeholder analysis preparation, scenario development (e.g. biodiversity, ecological impact, sustainable agriculture).
9	WR	System approach to food security, data integration for monitoring & prediction using artificial intelligence. Quantify futures scenarios (food security, ecological and economicimpacts) using MAGNET and implementation of anticipatory and social LCAs
10	ENEA	National Agency with competence in food security and sustainable economic development
11	CONFAGRI	Representing farming sector
12	IFOAM	Representing the organic sector
13	CRA	Food system analysis and modelling, business and food system advisory support
14	WU	System, policy, business, and scenario modelling, analysis and communication
15	IUCN	Policy advisory competence in environmental sustainability, direct engagement with all key decision-makers and stakeholders
16	Alternet	Biodiversity network, knowledge brokering, science-policy interface
17	JRC	Environmental, food security, and policy modelling
18	CUT	Biodiversity, Plant Pathology, e-DNA methodology, Earth Observation, Satellite Imaging

2.3 Project Milestones

ECO- READY has 18 milestones throughout its lifetime, which are summarized in Table 3.

Table 3 ECO-READY Milestones

Milestone No	Milestone Name	Work Package	Lead Beneficiary	Due Date
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		No		(month)
1	Finalized priorities to address food resilience in the 10 Living Lab regions	WP1	1-CZU	20
2	Dissemination of future scenario results, including a public event	WP1	8-WR	24
3	Awareness raising and capacity building ready to be deployed	WP2	1-CZU	24
4	A set of validated behavioural change interventions	WP2	3-WHITE	48
5	Launch of open call	WP3	4-FSH	6
6	Living labs integrated into the observatory	WP3	4-FSH	48
7	The design of the observatory completed	WP4	8-WR	20
8	The observatory software realized	WP4	8-WR	35
9	Methodological framework - Horizon Scanning and Foresight Methods for policy recommendations	WP5	2-PROQUANTIS	15
10	First policy recommendations	WP5	13-IUCN EUROPE	36
11	Establishment of the Committee of the Platforms	WP6	12-WU	24
12	Mid-term meeting	WP7	1-CZU	24
13	Final meeting	WP7	1-CZU	48
14	Finalized review of data, policies and frameworks	WP1	1-CZU	14
15	Completion of external evaluators' selection and appointment	WP3	4-FSH	9
16	Final selection and contracting of the selected proposals	WP3	4-FSH	17
17	The technical requirements defined and assessed	WP4	8-WR	12
18	Endorsement of the policy tools and recommendations by JRC and policy makers	WP6	15-JRC	34

2.4 Project Deliverables

The work of the project will be documented in 38 deliverables. Table 4 presents all project's Deliverables with the responsible partners and the delivery date.

Table 4 ECO-READY Deliverables

No	Deliverable Name	WP No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
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D1.1	Structured Literature Review of data on Food Security (FS), Biodiversity (BD), Climate Change (CC)	WP1	18 - CRANFIELD	R — Document, report	PU - Public	12
D1.2	Systematic review on existing databases, policies and framework tools related to FS, BD and CC at the local, regional and EU contexts	WP1	9 - ENEA	R — Document, report	PU - Public	14
D1.3	Preliminary report of foods to be focused by the LLs in WP3	WP1	1 - CZU	R — Document, report	SEN - Sensitive	20
D1.4	Storylines developed for the Living Labs (WP3)	WP1	1 - CZU	R — Document, report	SEN - Sensitive	20
D1.5	Modeling future scenarios of food resilience	WP1	8 - WR	R — Document, report	PU - Public	24
D2.1	Stakeholder analysis	WP2	6 - AUTH	R — Document, report	PU - Public	16
D2.2	Awareness raising and capacity building	WP2	1 - CZU	R — Document, report	PU - Public	24
D2.3	ECO-READY behavioural change interventions	WP2	3 - WHITE	R — Document, report	PU - Public	48
D2.4	Awareness raising and capacity building - updated plan	WP2	1 - CZU	R — Document, report	PU - Public	48
D3.1	Funding for third party planning and monitoring report	WP3	4 - FSH	R — Document, report	SEN - Sensitive	6
D3.2	Living lab consolidated report	WP3	4 - FSH	R — Document, report	SEN - Sensitive	24
D3.3	Funding for third party planning and monitoring 2nd report	WP3	4 - FSH	R — Document, report	SEN - Sensitive	12
D3.4	Funding for third party planning and monitoring 3rd report	WP3	4 - FSH	R — Document, report	SEN - Sensitive	24
D3.5	Funding for third party planning and monitoring 4th report	WP3	4 - FSH	R — Document, report	SEN - Sensitive	36
D3.6	Living lab 2nd consolidated report	WP3	4 - FSH	R — Document, report	SEN - Sensitive	36
D3.7	Living lab 3rd consolidated report	WP3	4 - FSH	R — Document, report	SEN - Sensitive	48
D4.1	Report on the methodology adopted for the digital observatory	WP4	8 - WR	R — Document, report	PU - Public	20
D4.2	Prototype and final version of the Observatory	WP4	6 - AUTH	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	26



D4.3	Report and user guidance of the finalObservatory	WP4	8 - WR	R — Document, report	PU - Public	48
D4.4	Updated prototype and final version of theObservatory	WP4	6 - AUTH	DEM — Demonstrat or,pilot, prototype	SEN - Sensitive	48
D5.1	Policy recommendations in the form ofbriefs, brochures or papers	WP5	13 - IUCN EUROPE	R — Document, report	PU - Public	36
D5.2	Contingency plan	WP5	2 - PROQUANTIS	R — Document, report	PU - Public	24
D5.3	Ethical Infrastructure	WP5	14 - Alternet	OTHER	SEN - Sensitive	48
D5.4	Sustainability plan for the policy hub	WP5	13 - IUCN EUROPE	R — Document, report	PU - Public	48
D5.5	Summary report of evidence-based policy recommendations based on the knowledge produced in the project	WP5	13 - IUCN EUROPE	R — Document, report	PU - Public	48
D6.1	Dissemination, exploitation & communication Plan at EU & National levels	WP6	2 - PROQUANTIS	R — Document, report	PU - Public	6
D6.2	Draft of the Co-creation plan	WP6	12 - WU	R — Document, report	SEN - Sensitive	18
D6.3	Synthesis of policy related results into a coherent and concise guide and a tool integrating and aligned to EC tools and mechanisms	WP6	6 - AUTH	R — Document, report	PU - Public	48
D6.4	Business and sustainability plan for theECO-READY Observatory and Network	WP6	18 - CRANFIELD	R — Document, report	SEN - Sensitive	48
D6.5	Active ECO-READY website	WP6	2 - PROQUANTIS	DEC — Websites, patentfilings, videos, etc	PU - Public	6
D6.6	Co-creation plan	WP6	12 - WU	R — Document, report	PU - Public	48
D7.1	Project Management and Quality Plan	WP7	1 - CZU	R — Document, report	PU - Public	2
D7.2	Data Management Plan	WP7	1 - CZU	DMP — Data Manag ement Plan	PU - Public	6



D7.3	Project Sustainability Plan	WP7	15 - JRC	R — Document, report	PU - Public	42
D7.4	Mid-project updated DMP	WP7	1 - CZU	DMP — Data Management Plan	PU - Public	24
D7.5	End-project updated DMP	WP7	1 - CZU	DMP — Data Management Plan	PU - Public	48
D7.6	General Ethical Guidelines	WP7	1 - CZU	R — Document, report	SEN - Sensitive	4
D8.1	POPD - H - OEI - AI - NEC - RequirementNo. 1	WP8	1 - CZU	ETHICS	SEN - Sensitive	17

2.5 Project Work Plan and Breakdown

The work plan of the project is organized in 7 Work Packages (plus an eighth WP with 0 P/M) presented in Table 5 with the responsible beneficiary and the assigned effort in person months.

Table 5 ECO-READY Work Packages

Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month
WP1	Scoping and outlining the extended EuropeanFood Social-Ecological system	1 - CZU	223.00	1	24
WP2	Stakeholders' engagement and empowerment	3 - WHITE	184.00	1	48
WP3	Cascade funding and Living Labs network	4 - FSH	108.00	1	48
WP4	ECO-READY Observatory development	8 - WR	242.00	1	48
WP5	Policy recommendations, contingency planning,and resilience strategies	13 - IUCN EUROPE	198.00	1	48
WP6	Communication and post-project sustainability	18 - CRANFIELD	202.00	1	48
WP7	Project management	1 - CZU	140.00	1	48
WP8	Ethics requirements	1 - CZU	0.00	1	48



Figure 1 ECO-READY Work Structure

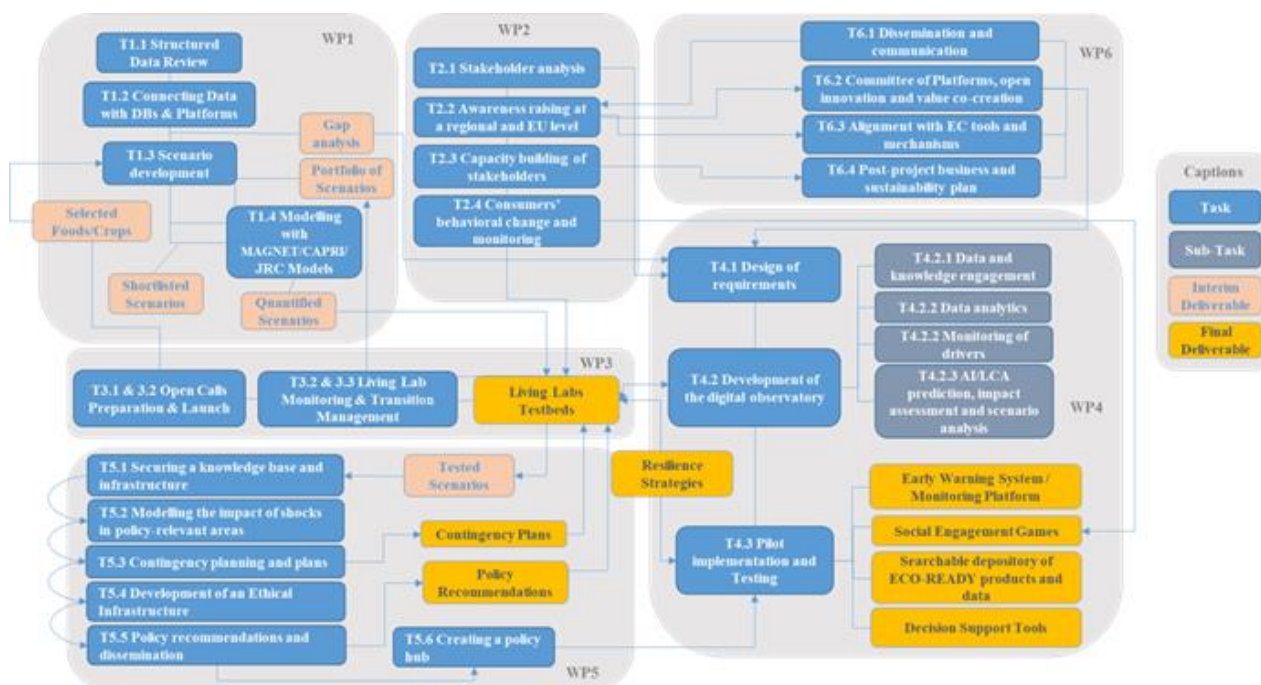
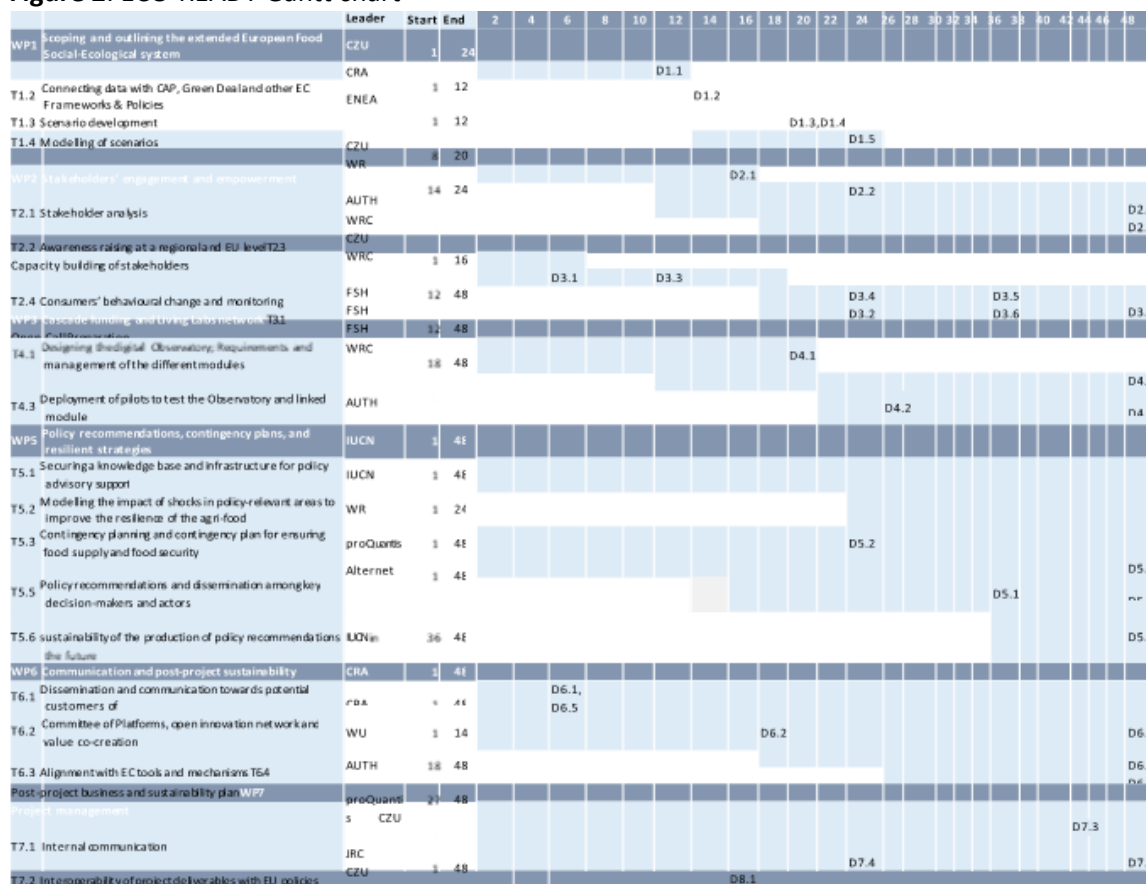


Figure 2. ECO-READY Gantt chart



3. Project Management and Governance

3.1 Project Management Strategy

Project management includes all core activities to ensure the successful completion of the project within all technical and financial aspects set out in the Grant Agreement. The respective Work Package (WP7: Project Management) is led by CZU, and is dedicated to the management and coordination of the project to ensure that it stays on track in terms of scope, costs, resources, and quality.

The organization of the project management covers strategic, technical and logistics issues. It separates project co-ordination work, technical management, and quality assessment issues, whereas marketing and exploitation strategies will be addressed in the previous WP6. It also distinguishes between decision-making structures and organization of daily operations. Project administration coherence is provided by top-down coordination. Technical management is organized in a bottom-up fashion to ensure flexibility and fast decision making on technical issues. The project is structured by work packages and all main tasks are allocated to specific partners. The responsibilities have already been distributed between the partners according to their role in the project. Project Management will put in place the appropriate mechanisms to achieve



methodological and structural integration between the WPs. Any major changes in work packages and the project are subject to decisions of the Steering Committee and are based on the Consortium agreement.

3.2 Project Management Structure

The Consortium organization has been defined in the Consortium Agreement which has been based on the DESCA model. For information, the consortium will be composed of a General Assembly, or GA (comprising all partners participating to WP1-7), the Advisory Board (AB, composed of JRC, external independent experts representing both the academic community and stakeholders), the Executive Board (EB, comprising of the Scientific Coordinator, the Project Manager, Financial Manager and the WP leaders), a Communication, Dissemination, Exploitation and IP management Board, an Ethical Board (ETB, composed of external independent experts). The Project Coordinator (PC) will be CZU. The coordinator will produce and update regularly a list of Members and contact persons to facilitate the communication within the consortium. The coordinator will be the sole contact point with the EC and the REA, transmitting any potential request from a Beneficiary and will regularly report on the progress of the project to the Project Officer. The coordinator will submit mandatory Financial Statements and Technical Reports at each Reporting Period on behalf of the consortium after verifying their consistency. The GA will assemble physically three times (Kick off, mid-term and final meeting). The EB will assemble at least once a month with the WP leaders to guarantee constant follow-up.

The Executive Board (EB) is comprised of the PC Management team, including the Scientific Coordinator (SC) Mr Ioannis Manikas, the Project Manager (PM) Mr Lukas Pacek, the Financial Manager (FM): Ms Laura Mickova, and the Work Package Leaders: WP1: Mr Markus Dettenhofer (CZU), WP2: Mrs Anastasia Mousiadou (WHITE), WP3: Mr Grigoris Chatzikostas (FSH), WP4: Mr. Hans Marvin (WR), WP5: Mr Alberto Arroyo Schnell (IUCN), WP6: Mr Michael Bourlakis (CRA), and WP7: Mr Ioannis Manikas (CZU).

The Scientific Coordinator is responsible for supervising and providing guidance on the scientific progress of project's assignments. SM must timely foresee, suggest, and solve any scientific risk that could deviate project's objectives and sidetrack project's schedule. The SM is also responsible for monitoring the on-going project work, identifying the innovation and exploitation potential of the tools and technologies developed

The Project Manager (PM) is the intermediary between the partners and the EC and will perform all tasks assigned to him as described in the Grant Agreement (GA) and the Consortium Agreement (CA), as well as for all quality assurance processes.

The Financial Manager (FM) is responsible for distribution of the grant to all beneficiaries without undue delay and in conformity with the provisions of the Grant Agreement.

The Communication, Dissemination, Exploitation and IP management Board will be incorporated to the EB.

WP Leaders, are responsible for: i) planning the scientific and technical work of the WP, in coordination with all partners that are involved in this WP. In more detail, the task leaders will



undertake individual responsibility for planning their work at a task level. Nevertheless the WP leader shall have the general overview of the WP, steering the WP activities; ii) ensuring that the time-schedule is maintained and indicate any discrepancies to the SC; iii) initiating corrective actions for project deviations (if required); iv) consolidating partner information for the technical reporting and preparing the reports for submission to the PC; v) ensuring that the objectives and milestones of the whole WP as well as of the detailed activities within the WP are achieved in time; vi) ensuring that the deliverables are provided according to the time schedule.

The EB is composed of all WP leaders, including the coordinator as the leader of the management WP. Each member of the EB has an equal vote. The CO chairs the EB. The EB reports to the GA, which also nominates its members. The primary function of the EB is to ensure achieving the project objectives by coordinating collaboration and integration between WPs. This role includes management of quality assurance, milestone reviews, risk mitigation and contingency actions, IPR and ethics issues etc. (see operational procedures below). The EB will take day-to-day decisions about the project execution according to the contractual documents and will decide on updated implementation strategy/roadmap. The EB will inform the GA about any risks and problems which it cannot resolve through consensus, and will suggest resolution and/or contingency actions. The EB will authorize the coordinator to consult with the EC about solutions to any major risks.

The General Assembly (GA) is the ultimate decision-making body that takes decisions concerning top-level management and strategic issues. Its main role is to make strategic decisions regarding the project direction and responsibilities of consortium members. It will be composed of one representative (person) from each consortium member (organization), and represents the interests of all consortium members regarding exploitation of the project results. Each member will have an equal vote. It will review all deliverables related to exploitation. Any member of the GA can participate in the quality assurance of any deliverable or assign an external expert to act as a peer reviewer on its behalf. The GA is chaired by the Scientific Coordinator who will use the vote of the coordinating organization (CZU). The GA shall convene at least once in each reporting period, typically in conjunction with a consortium meeting before or after a review meeting with the EC.

The Advisory Board (AB) consists of leading experts from the European Academia, Agrifood Industry, and Policy Making authorities, providing their advice and guidance throughout the implementation phase of the project. The ECO-READY project AB members will be nominated at the beginning of the project.

4. Management Processes and Tools

4.1 Deliverable Preparation

According to the GA, ECO-READY has 38 deliverables, each one assigned to the responsible partner (see Table 4, section 2.4). The partner in charge of the deliverable is responsible for its timely and of high-quality submission to the PC. After the quality review, the final version of the deliverable is uploaded by the PC to the EC portal. The deliverable preparation process is depicted in Table 6.



Table 6. Deliverable preparation time plan

Action	Due Date
First draft for internal review ready- review by the partners involved in respective Task that leads to the deliverable.	20 days before deadline
Final draft ready- review by WP Leader and feedback to the deliverable leader	15 days before deadline
Review by the EB and provision of feedback to the deliverable leader	10 days before deadline
Review by the SC and provision of feedback to the deliverable leader	5 days before deadline
Approval of the draft by the SC and preparation of finalized version	3 days before deadline

Any deviations from the time plan should be communicated by the deliverable leader to the SC as soon as possible. The time plan can be adjusted if previously agreed between the author, the reviewers, and the SC. The deliverables marked as “public” will be uploaded to the ECO-READY website while the deliverables marked as “confidential”, will be only made available to the EC and the consortium partners via the project’s repository (section 5.1.1).

4.2 Document formats and naming conventions

A lot of material will be prepared and shared during the implementation of the project. Table 7 shows the recommended formats and tools that shall be used.

Table 7 Tools and formats recommended to be used in ECO-READY

Type	Format	Production Tool	Version
Documents	.docx	Microsoft Word
Data in tabular form and graphics	.xlsx	Microsoft Excel	
Presentations	.pptx	Microsoft PowerPoint	
Images	.jpeg, .png etc	Any software tools that can produce images	
Portable Document Format	.pdf	Any software that can produce .pdf files	
Compressed files	.7z	Any software that can produce .7z (7-Zip) files	



In order to ease the communication process and the identification of documents and versions all partners are advised to use some naming conventions based on the principle of self-explanatory titles and versions. The general file name conventions are as follows:

- ECOREADY_[name of the document]_ date_[partner acronym].FileExtension
- The name of the document shall be as concise as possible but also self-explanatory i.e., Kick_Off_Project_Meeting_Minutes
- The date should be presented in the form ddmmyyyy i.e., 15072023.
- The partner acronym or person name should be used as defined in the GA i.e., CZU for the Czech University of Life Sciences.

4.3 Reporting to the EC

The Periodic reports are being prepared with the contribution of all partners and the overall responsibility and coordination of the PC. The final reports are to be submitted to the portal by the PC, within 60 days after the end of the reporting period. Additionally, there will be 3 Interim Progress Reports documenting the 6 months progress in between the reporting periods of the project. Similarly, for these reports, the PC is responsible for the coordination and the submission of the reports. All partners will be asked to contribute based on templates and instructions that will be circulated by the PC.

The Periodic reports are indicated in the following Table.

Table 8. Reporting and payment schedule

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/10 days before starting date – whichever is the latest
1	1	18	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
2	19	36	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
3	37	48	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report



4.4 Conflict resolution

Project and quality management activities as well as the awareness of all partners about their commitments, will ensure the proper implementation of the project plan and the realization of its objectives. Decisions will normally be taken by the responsible partners based on the work to be conducted, as described in the GA. Transparency and a good communication among the project members are key to avoid challenges and conflicts before they arise.

It is expected though, that during the project, the partners may need to resolve various issues and reach agreements. The processes to be followed start with informal contacts as a first step such as an oral discussion or ad-hoc meeting and further on include written notification in terms of email, minutes etc. The PC is responsible for the overall resolving of conflicts. The general principle is to solve conflicts at the lower possible level starting from the task level with strong emphasis on the use of negotiation skills. Task leaders and Work Package leaders should notify the PC as soon as possible when conflicts arise so that intermediate corrections can be proposed. Conflicts that are not being solved on the PC level, will be communicated to the General Assembly. Any correction measures will be in accordance with the GA. Good communication among all involved parties is key point for resolving any conflicts.

5. Communication Processes and Tools

5.1 Internal Communication and monitoring

Communication processes and tools form the communication framework of ECO-READY which will serve as a guide for communication throughout the duration of the project and can be adjusted as communication requirements may change. The SC will take a central and proactive role in ensuring effective communication on this project and facilitating the seamless implementation of the work plan. The internal communication regards to the processes and tools that will be used among the partners of the projects.

5.1.1. Project Team Directory/Repository

CZU as the Coordinator of ECO-READY (PC) has setup an internal document sharing system using Microsoft Teams. All team members have been granted access to the Teams workspace. The MS Teams workspace will be used as the central repository for the project where all partners will be able not only to share documents but also include written texts, minutes of meetings etc. The repository will be linked with google drive spreadsheets and other potential electronic means that will be used and will be restricted only to the personnel of the project.

For sharing financial documents, google drive folders are set up restricted only to the PC of the Financial Manager and the respective partners.

All contact details, are organized in a Contacts Google Spreadsheet which is regarded as the central point of reference and will be always updated when the personnel of the partners changes.

5.1.2. Emails and Mailing lists



Direct email will be used as a common means for sharing information and addressing day-to day businesses of the project. Password - protect (sent under separate email) communication will be used for files which include sensitive information (financial / commercial information etc.).

Dedicated mailing lists will be created for five different topics: financial & administrative issues (linked with admin/finance contacts from all beneficiaries), cascade funding issues, communication & dissemination issues (linked with dissemination/communication contacts and WP6 members), executive board and one including all persons of the consortium. The ECO-READY mailing lists are following:

- ecoready.admin@af.czu.cz (Financial/ Administrative)
- ecoready.cascfund@af.czu.cz (Cascade Funding)
- ecoready.comm@af.czu.cz (Communication/Dissemination)
- ecoready.eb@af.czu.cz (Executive Board)
- ecoready.all@af.czu.cz (All project partners)

It is highly recommended that the mailing lists are only used for topics of interest in each domain. Due to the dynamic character of this project and the expected changes in personnel, emails will be added/removed accordingly.

5.1.3. Online Meetings Platform

For the effective communication among the partners, regular online calls will be held. Partners will be using MS Teams, or, as alternative Zoom. The online meetings organized by the SC will be held over MS Teams.

5.1.4. Organization of Meetings

For the organization of meetings, the online service MS Teams and Doodle voting will be used to define the date and time of the meeting.

5.1.5. Project Meetings

A number of meetings will be held during the implementation of the project. Table 9, presents the type of meetings, their schedule, the organizers, participants, location and related documents. ECO-READY project aims in maximizing cost efficiency and sustainability in its delivery, therefore several of the meetings will be held virtually as a means to minimize carbon footprint and resource utilization.

5.2 External Communication

For external communications, the consortium will establish its own website and communicate with external stakeholders by e-mail, social media accounts and social platforms (Twitter, Facebook, and LinkedIn).

All partners are expected to produce high quality presentations and scientific papers for publication in specialized conferences and journals as well as more simplified press releases demonstrating the impact of the project for a wide range of readers. In all external



communication tools (including the web) and materials (e.g., leaflets, posters, etc.) a reference to the project and the European funding will be made, with the project acronym (ECO-READY) as required per Article 17 of the GA.

These efforts will be pursued throughout the project to raise awareness and ensure high visibility of the project results. More information about the external communication will be presented in the Deliverable “D6.1 Dissemination, exploitation & communication Plan at EU & National levels” to be submitted in M6.

CZU as the Coordinator of ECO-READY, along with Task 6.1 Leader (Proquantis), who is the communication manager of the project, will coordinate all project communication activities, whereas CZU project management team will be responsible to communicate them to the EC.

5.3. Communication with REA

CZU as the Coordinator of ECO-READY, and more specifically the SC, PM and FM are the responsible contact points on behalf of the project, for the communication with REA or the European Commission. They are responsible for keeping the project portal always up to date i.e., regarding communication activities, milestones reached, deliverables and progress report submitted etc. Moreover, the SC is responsible for providing any requested information by REA as well as inform the partners about any information that should be shared from the EC. The partners are not supposed to communicate with the EC directly except for there is a certain need that has been prior discussed and agreed upon with the SC. In all other cases, the SC will communicate any issues to the EC.

6. Quality Assurance Plan

6.1 Quality Assurance Overview

Quality assurance is a fundamental part of the implementation of the project and will be performed throughout the duration of the project by all the partners.

6.2. Roles and Responsibilities

CZU, as the Coordinator of the project will ensure that the project's personnel is aware of the Quality Assurance Plan and of the way each partner contributes to the successful implementation of the project and achievement of the project's quality requirements. Moreover, CZU is responsible for the control of the documented information of the project, which includes storage & backup and versioning & control of changes.

The MS Teams which was chosen as the work space and central repository for the project is supporting both requirements and as such is ensuring that this information can be available at any time.

Each WP leader is responsible for monitoring and controlling the implementation phase of the project and ensuring conformity with the quality requirements. Technical testing and user validation will be utilized throughout the implementation of the project measuring the satisfaction of the quality requirements of the project.



6.3. Quality Criteria

All products of ECO-READY either on the technical level (i.e., Observatory, Mobile app, models etc.) or in written form such as reports, deliverables, publications, have to be of high quality following certain quality criteria. These criteria are based on the principles of completeness, correctness, and punctuality.

Regarding the content, completeness is seen as covering in depth the topic without missing any important aspect or making redundancies. The accuracy is seen in the context of clear statement of the results, sufficiently evidence supports of the research and outcomes, minimization of errors and ambiguities. All the produced material has to follow the visual identity of the project and follow the templates of ECO-READY as well as conform to the specifications of the EC. Punctuality, refers to the timely delivery of based on predefined deadlines.

6.4. Deliverable Quality Assurance Processes

A total of 38 deliverables will be submitted until the end of the project (Table 4). All deliverables will follow the same template set up by CZU who will provide guidelines about their use, the time plan, and the expected final result, to all partners.

The review of the deliverable will focus on consistency and clarity of the document, relevance and coverage of the topic and language features. The deliverables will go through stages of review; the initial draft will be reviewed by the partners involved in the respective Task. The finalized draft will first be reviewed by the respective WP Leader, and then from the EB. The last reviewing will be from the SC. However, the entire process will be expedited by the continuous interaction and communication between the WP Leaders and the SC via the monthly EB meetings. The deliverables that connect with significant milestones of the project will also be reviewed by the AB. The deliverables reviewing and preparation process is given in Table 6 in section 4.1 *Deliverable Preparation*.

For the ease of communication and consistency, all deliverables will follow the naming conventions:

Ecoready_[Deliverable Number]_Title_of_the_Deliverable_vX.Z_[Responsible Partner], where “v” refers to the version, Z is used for the different version during the preparation phase and X for the major releases of the documents. The versions of the deliverable are edited only by the Deliverable leader and the members of the partners who are responsible for it.

Example of a working document/draft version:

Ecoready_D1.1_Project_Management_And_Quality_Plan_v0.1_CZU

Example of a final document

Ecoready_D1.1_Project_Management_And_Quality_Plan_v1.0_CZU

The Deliverable number, the title and the responsible partner are defined and described in detail in the GA.

The template for the deliverables will be prepared by CZU, and include all essential information of the project and the content of the deliverable including call identifier, GA number, title,

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acronym, logo, duration, document revision history with assigned roles and description, table of content, list of figures and tables (if applicable), list of acronyms, and executive summary (if applicable).

6.5. Milestones and Quality Controls

For ensuring the quality of the project, eight Milestones have been set throughout the duration of the project. The Milestones can be also regarded as quality control points where the progress of the project is evaluated (Table 9).

Table 9 List of Milestone and means of verification

Milestones					
No	Name	WP No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Finalized priorities to address food resilience in the 10 Living Lab regions	WP1	1-CZU	D1.3. The WP1 partners will identify the most critical foods and macronutrient groups necessary for food resilience in each of the 10 Living Labs. Then, they will engage with regional food supply associations, as well as local stakeholders to help identify from a bottom-up perspective food security priorities in a place-based manner. This process is planned to be finalised by month 20 of the project duration.	20
2	Dissemination of future scenario results, including a public event	WP1	8-WR	D1.5. The outcomes of the work that will take place in WP1 will be disseminated among the LLs stakeholders via regional workshops, as well as a public event to communicate the results to EC policy making stakeholders.	24
3	Awareness raising and capacity building ready to be deployed	WP2	1-CZU	D2.2. Capacity building and awareness raising training material and approach is established and ready to be deployed. The awareness raising will be deployed by the Living Labs and the capacity building will be deployed through regional and EU level webinars. The training material will also be uploaded and available on the Observatory	24
4	A set of validated behavioural change interventions	WP2	3-WHITE	D2.3. The design and conduction of behavioural experiments will lead to the definition of potential interventions from which WP2 involved partners will validate, select, and apply the most suitable. This set of validated interventions will be available on the Observatory by month 48 of the project duration	48



5	Launch of open call	WP3	4-FSH	The submission and evaluation procedures ready, including call fiche, applicants' guide, handout summary, Q&A and model sub-grant agreement. By month 6 of the ECO-READY project, the launch of a single Open Call will take place in order to establish a network of 10 Living Labs of the project.	6
6	Living labs integrated into the observatory	WP3	4-FSH	Report including analysis of the knowledge created through the LLs and assessment of their outcomes. The 10 established Living Labs of the ECO-READY project will become fully integrated knowledge hubs acting as extensions of the ECO-READY resiliency observatory, and the knowledge created through this LL network, will be accessible and available by the Observatory virtual environment. This will take place in the final month of the project (month 48).	48
7	The design of the observatory completed	WP4	8-WR	D4.1. This milestone refers to the design of the digital observatory, based on the collected requirements. The design will include the main architecture of the observatory as well as specifications for the different modules.	20
8	The observatory software realized	WP4	8-WR	The 1st pilots to test the infrastructure realised. This milestone refers to the first major version of the observatory, which involves a functional system that will be ready to use by the relevant	35
9	Methodological framework - Horizon Scanning and Foresight Methods for policy recommendations	WP5	2-PROQUANTIS	Results are summarized in an open database, managed by the observatory and accessible through an IT-based selection and advisory tool. The ECO-READY experts will formulate a matrix of methodologies and related tools that are most relevant for dealing with dedicated problems of the future; by month 15, this methodology will be finalised and accessible for implementation via the relevant Observatory ICT tools.	15
10	First policy recommendations	WP5	13-IUCN EUROPE	D5.1 Policy recommendations in the form of briefs, brochures or papers. Policy recommendations will be elaborated based on the results of the project scenarios developed in WP1 and the testing of such scenarios by the Living Labs. The first Policy recommendations are expected to be developed, and communicated to the EU decision makers and agri-food sector stakeholders by month 36 of the project duration. After their elaboration by the stakeholders, they will be uploaded in the Observatory virtual environment.	36



11	Establishment of the Committee of the Platforms	WP6	12-WU	Formal creation and launch of this Committee of the Platforms. Existing data platform providers will be contacted by ECO-READY partners, with an invitation to join the Committee of the Platforms, and act as an advisory entity for the project; indicatively, some of the platforms that will be contacted are given below: Platform title: The Biodiversity information system for Europe (https://biodiversity.europa.eu/) The European Climate Adaptation Platform (https://climate-adapt.eea.europa.eu/) Food Security Portal (https://www.foodsecurityportal.org/) EU Repository of Nature-Based Solutions (https://oppla.eu/about) One Health High Level Expert Panel (OHHLEP) (https://www.who.int/groups/one-health-high-level-expert-panel/members) Europa Biodiversity Observation Network- EUROPABON (https://monitoring.europabon.org/accounts/login/?next=/monitoring/)	24
12	Mid-term meeting	WP7	1-CZU	Quorum for meeting is reached (Minutes of the meeting). The progress of the project will be evaluated using the aforementioned mechanisms, and decisions on actions will be made by the ECO-READY consortium, if necessary.	24
13	Final meeting	WP7	1-CZU	Quorum for meeting is reached (Minutes of the meeting). The closure of the project will take place, the overall evaluation of the consortium performance and the quality of the results, as well as the next steps ahead, in order to sustain the project main deliverables (ECO-READY Observatory).	48
14	Finalized review of data, policies and frameworks	WP1	1-CZU	Completion of secondary data collection reports that will set the project knowledge background. This will be the final outcome of the Structured	14
15	Completion of external evaluators' selection and appointment	WP3	4-FSH	External evaluators will be selected for the evaluation of the Living Labs applications, based upon their experience in the agrifood sector and their academic, technical and/or industry knowledge surrounding agriculture, climate change, biodiversity and sustainability. All evaluators are expected to have signed their contracts and the confidentiality declarations by month 9 of the project	9



16	Final selection and contracting of the selected proposals	WP3	4-FSH	The final list of accepted proposals will be published, financial check and technical negotiations will be conducted, and contracts will be finalised by month 17 of the project.	17
17	The technical requirements defined and assessed	WP4	8-WR	The technical requirements of the digital observatory, which will be based on software engineering methodologies, will be defined and finalised by month 12 of the project.	12
18	Endorsement of the policy tools and recommendations by JRC and policy makers	WP6	15-JRC	The policy results and the subsequent synthesised policy related tools and recommendations will be endorsed by JRC towards their integration to the JRC and other EC tools. A policy Delphi framework with stakeholders will verify policy recommendations and evaluate impact conducted through workshops and meetings. This will lead to the first policy recommendations (M5.2) and is planned to be finalised by month 34 of the project.	34

7. Risk Management

7.1 Risk Management Introduction

The management of a project is a difficult and challenging task due to the many variables determining its final outcome. Although classic project management techniques aim at managing a project effectively under deterministic scenarios, projects often run into trouble even when well-planned and soundly controlled methods are employed. A common reason is that often risks to the projects are not clearly identified at an early stage and actions to manage these risks are not properly implemented. Therefore, the ECO-READY research team needs to be consciously aware of potential risks to the success of their project and take early, effective actions to manage these risks.

Risk management refers to all activities undertaken for identifying, analyze, monitor, and control potential risks that could affect the execution of the project. Risk management is a continuous process that will be undertaken throughout the lifetime of the project.

Risks will be minimized and managed by using well-established methodologies for project planning and project control. The splitting of project work into work packages also minimizes internal risks. The Scientific Coordinator with the Project Manager in cooperation with the Executive Board will be mainly responsible to handle risks and inform all partners when necessary.

More specifically, R&D activities require special attention to technical issues to quantify and measure incremental progress, while they are characterized by unknown factors and large uncertainties. Towards this direction, the following steps have been taken within the ECO-READY research team:

- Identified priorities, deliverables, milestones and level of effort constraints.



- Scheduled progress meetings, internal technical reviews and external assessments.
- Broken down Work Structure to Task level (within the work packages) for better project control.

The responsible group for dealing with potential risks that might appear within the ECO-READY project duration is the EB. The risk management plan will include the following steps: (i) Risk Identification, (ii) Risk assessment, (iii) Response to risks, and (iv) Risk tracking. In addition, both during the project's meetings, as well as in the progress reports, problems and responses will be discussed.

7.2 Risk Management Plan

The first phase, *risk identification*, will be the responsibility of all beneficiaries of ECO-READY. By identifying risks one removes the element of surprise, thus dealing with the consequences will be more effective and efficient. The EB will proceed to risk identification through brainstorming sessions that will lead to a careful analysis of all the assumptions in the project plan.

The next phase will be the *risk assessment* in which the identified risks will be classified according to their likelihood of occurrence and impact should they materialize. During this phase the risks will be distinguished in extreme, high, medium and low risks. Thus the end result will be a prioritized risk register. Such a risk assessment must be carried out for three principal dimensions of project risk: Scope (quality), time and resources (budget).

The EB will then move to the risk management phase which will act to prevent or mitigate risks. These actions will include contingency plans, risk avoidance ideas or risk acceptance. Contingency plans do not tackle a risk directly but provide ready-to-implement plans to mitigate risks in case they will occur. Risk mitigation actions will be prepared for every risk above a certain defined level. The risk mitigation plan will gather all the identified risks, their status, their mitigation actions with the related achievement status. Milestones will represent clear go/no-go.

7.3 Initial Risk Analysis and Mitigation Measures

In Table 10, a concrete initial risk analysis is presented for a list of critical risks as have been initially identified, and associated to the relative WPs of the Work Plan, along with the recommended mitigation measures.

Table 10 Critical risks and mitigation measures

Critical risks & risk management strategy			
	Description	WP No	Proposed Mitigation Measures



1	Inability to meet in person: delays or cancellation of meetings, events etc. for both work package organisers and living labs as a result of Covid 19.	WP3, WP1, WP2	To prevent delays that may arise due to Covid 19 restrictions, the planning, launching and evaluating of the open calls will all be conducted online. The living labs will also be required to provide a contingency plan within their proposal if their project has an in person component.
2	Low interest in applying for the Open Call: lack of relevant living labs interested in participating in the funding for third parties	WP3	A strong communication plan will be implemented to promote and spread information regarding the call to reach as many potential applicants from all domains and sectors related to agri food resilience as possible.
3	Observatory e-platform and/or app not completed in time.	WP4	The Observatory development starts with a working prototype, and an agile software development methodology assures that there is always a working version.
4	Observatory e-platform and/or app not having all of required functionality	WP4	The Observatory development starts with a working prototype, and an agile software development methodology assures that there is always a working version.
5	Lack of interest beyond the project duration: participating living labs might be ambivalent towards maintaining the observatory centered network after the project is completed.	WP6	The exploitation pathway workshops included in T2.4 will showcase and promote the benefits and opportunities available for living labs that maintain the network beyond the project's life span. The expectation of this long term collaboration will also be clearly stated in the Open Call publications and its promotion will be part of WP5's communication plan.
6	Dissemination not reaching the intended audience.	WP6	Proper planning of the dissemination activities and using the networks of all partners and stakeholders involved will make this risk limited.
7	Exploitation is not properly addressed in the project.	WP5	Capacity building shall raise sufficient awareness that the project results are really used after the project ends.
8	Lack of visibility or "locked-in" results of the project.	WP5	The digital observatory will be easy to use and based on a high level open source content management system. All studies and documents will be stored in databases and displayed and distributed to all users. A user registration process will be provided in order to match the content types to different user groups. A set of communication tools such as forums, automatic notifications and various contact functionalities will establish the platform as a best-practice online platform in the field of food security.
9	Interaction with society constrained by complicated tools and limited access.	WP4	The digital observatory will be easy to use and based on a high level open source content management system. All studies and documents will be stored in databases and displayed and distributed to all users. A user registration process will be provided in order to match the content types to different user groups. A set of communication tools such as forums, automatic notifications and various contact functionalities will establish the platform as a best-practice online platform in the field of food security.
10	Limited participation in mobile application.	WP4	Communication activities will be explored to increase traffic. Otherwise, the website and social media will cover the gap.



11	Observatory e-platform/app not up to quality standards (WP4)	WP4	The Observatory will be developed while continuously assessing its maintainability and quality and using latest security protocols.
12	Source materials being used for database development are missing or are of lower quality than anticipated (WP4 Task 4.2)	WP4	In the context of the development of the Data Management and Quality Plan (DMQP Task 7.1), the Project Leader along with the WP4 Leader will select the appropriate tool (e.g. SolarWinds® Database Performance Analyzer & Monitor) and key metrics for monitoring database performance throughout the project duration, in a systematic, resilient, and structured way.
13	Significant changes in any technology involved in the project (external technological risk)	WP4, WP3, WP1	The Executive Board, together with the stakeholders consisting the Committee of the Platforms will make sure they will be kept updated on any significant changes in technologies that may affect the quality of the project technological deliverables, investigate the development and advise as to appropriate actions to moderate the risk and ensure objectives are met.
14	Technical problems with integration of data and knowledge produced in Living Labs with the Observatory (WP3 Task 3.4)	WP3	Data integration process will be defined in the context of the development of the Data Management and Quality Plan (DMQP Task 7.1), with the collaboration of the Project Leader along with the WP3 and WP4 Leaders. Database development will be monitored according to the previous mitigation plan, using database performance monitoring tool and metrics.
15	Performance/response time problems with the GIS applications (e.g. field conditions inhibit quick and accurate data collection, signs are blocked or obscured in the field, etc)	WP4, WP1	CUT, the project GIS-software expert, will develop a quality assurance & control protocol, using as guideline ISO 19157:2013 that provides a standard way for describing the quality of GIS data. The protocol will emphasise on the elements of positional accuracy, completeness, temporal quality, thematic accuracy, logical consistency, and usability.
16	Lack of standardisation, inconsistencies, and siloed GIS data	WP4, WP1	CUT, the project GIS-software developing expert, will develop a quality assurance & control protocol, using as guideline ISO 19157:2013 that provides a standard way for describing the quality of GIS data. The protocol will emphasise on the elements of positional accuracy, completeness, temporal quality, thematic accuracy, logical consistency, and usability.

In any case, the project risk management is a continuous process. The above risk management plan will be thoroughly discussed, updated and honed until the project's completion. At all project's stages, during meetings held and progress reports prepared any potential problems encountered and resulting measures taken will be extensively discussed and reported, accordingly.



8. Effort and Cost Management

8.1 Effort and Cost Management Overview

The total effort and budget of the projects are defined in the GA. The aim of the effort and cost management is to ensure that the implementation of the project is conducted within the predefined PMs and Budget. The PC (CZU) in collaboration with all partners will monitor throughout the implementation of the project, the effort and resources by comparing the actual numbers to the data defined in the GA. To avoid confusion and complications due to conflicts between National and European Union reporting rules, all efforts are to be reported in full hours and Euro amounts are to be reported in two decimals.

If effort and/or cost deviation of +/- 20% are seen the status of the cost/effort will be set to “cautionary”. In the unintended case where the deviation is +/- 25%, the status will be changed to “alert” and will trigger corrective actions which will be discussed first between the PC and the affected partner. Any cost/effort change will follow a thorough communication between the affected partner and the PC. Approvals for extreme project effort/cost changes may require a contract amendment with the EC.

8.2. Effort and Cost Monitoring and Reporting

In order to have timely information about the effort and costs consumed, so that corrective measurements can be discussed and taken immediately, each partner will have to report every 6 months the consumed effort and costs to the PC (internal financial reporting to the PC).

The report will be submitted 15 calendar days after the completion of the 6-month period so as to provide the partners with adequate time for the compilation of the information. The PC will provide all necessary templates and guidelines so that the partners can easily complete the reports. The reporting of the effort and the budget absorption to the EC will be conducted in the 3 reporting periods of the project as well as with the submission of the Interim Progress Reports as described in section 4.3.

9. Conclusions

This deliverable presents all relevant information regarding the project management and quality assurance plan of the ECO-READY project based on best practices and on the basis of what has already been defined in the proposal and accepted by all partners by signing the Consortium Agreement and the Grant Agreement. The document shall be used as a reference for all processes and means that will be used throughout the lifecycle of the project.

